

The terms of organisational behaviour issues essay



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- CONCLUSION AND RECOMMENDATIONS

The study focuses on analyzing and understanding the cardinal facets of the module-Organisational Behaviour. Although this faculty, within itself, is such a huge subject that it is in fact a topic in its ain. However, for the intent of my assignment, I have chosen Apple Incorporated as the company and have done a elaborate research on its policies, its leading schemes etc. The first portion of the study describes about the company and its public presentation during past few old ages. In the ulterior parts of the study, 3 wide facets of Organisational Behaviour have been taken i. e. Leadership, Motivation, and Change Management. Each of these facets have been explained and have been co related with Apple in order to happen out whether the company is following a good scheme or there is a range of betterment or if it requires a complete alteration. The focal point throughout the undertaking has more or less revolved around the CEO of Apple, Steve Jobs, and the manner he manages and motivates the employees in the administration. Finally, based on the complete study, there is a brief decision at the terminal of the study.

Corporate Profile of Apple Inc. (Source: [www. apple. com](http://www.apple.com))

Established in 1976, this American born transnational corporation was started by Steve Jobs, Steve Wozniak, and Ronald Wayne. At the clip of its Incorporation, Wayne sold his portion and the company was left in the custodies of Jobs and Wozniak.

Over a period of 30 old ages, Apple Company has non merely changed its name from Apple computing machine Inc. to Apple Inc. , but it has besides

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expanded its merchandise scope from computing machines to a broad scope of consumer electronics.

The company ' s offerings to its widespread consumers range from consumer line laptops (MacBook) and desktops to Apple TV, iPod, iPhone that are offered with up to 120 GB of storage and other user friendly characteristics like web browse, touch screen etc.

Apple has ever believed in its R & A ; D, invention, and well-designed or top notch quality.

Equally far as the Positioning is concerned, Apple ' s mark group has ever been the richer category and the people that have good occupations and life style.

With over 300 retail shops spread over more than 10 states, along with an online shop, Apple has increased its market portion bit by bit.

Apple Inc. had close to 46, 600 full clip employees as on 25th September. With such a immense employee database, first-class development installations and retail locations located worldwide, Apple Inc. stands as one of the innovators of engineering industry.

As per Fortune ' s list 2009 of the America ' s largest corporation, Apple Inc. ranks 71. (Beginning: [hypertext transfer protocol: //money. cnn. com/magazines/fortune/fortune500/2009/snapshots/670. html](http://money.cnn.com/magazines/fortune/fortune500/2009/snapshots/670.html))

Balanced Scorecard

As defined by Balanced Scorecard Institute, the balanced scorecard is a strategic planning and direction system used to align concern activities to the vision and scheme of the administration, better internal and external communications, and monitor organizational public presentation against strategic ends. (Beginning: <http://www.balancedscorecard.org/BSCResources/AbouttheBalancedScorecard/tabid/55/Default.aspx>)

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Most of the administrations use the balanced scorecard to convey upon alterations efficaciously in the administration. However, every bit far as APPLE INC. is concerned it does n't utilize the scorecard to drive the operating alterations but uses it as a device to be after long term public presentation. Apple is concerned of spread outing the treatments beyond the net incomes, return on equity and other such fiscal variables.

From within the four positions, Apple ' s Executive Management Team decided to concentrate on multiple measuring classs in the undermentioned order

Financial Perspective – Stockholder Value

Although Shareholder value is a consequence and non a driver of public presentation, but still Apple counted it as a public presentation index every bit far as the fiscal position is concerned. Normally the accent is laid on increasing the gross revenues volume and the border of net income, but these steps tend to disregard the impact of investings that are required today in order to acquire future growing. In such conditions, stockholder

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Value is used as an offsetting step because it quantifies the impact of proposed investments for concern creative activity and development.

Customer Perspective - Market portion and client satisfaction

A few old ages back Apple was chiefly concerned with its superior engineering and viing strongly by fabricating better designed computing machines. The step of client satisfaction was introduced merely to point the employees for going a client driven company.

For case, J. D. Power & Associates, a customer-survey -company has a great name in computing machine industry, but since the client base of Apple is non homogenous, so it decided to get down carry oning its ain studies to track its market sections around the Earth. This shows the extent at which they are ready to travel to accomplish highest degree of client satisfaction.

They besides lay down a great trade of accent on pulling and retaining a immense market portion, non merely for accomplishing gross revenues growing but besides to retain the package developers to Apple platforms.

Internal Process Perspective - Core Competences

The company executives were earlier concerned with some cardinal competences for the internal procedures that they expected their employees to follow, such as user friendly interfaces, efficient distribution system etc. But subsequently on they realised that it was truly tough to mensurate the public presentation along these dimensions. Hence, now they are experimenting to obtain the quantitative steps for these competences.

The Innovation and Improvement Perspective - Employee Attitude

An employee study is conducted every two old ages by Apple in each of its administration, referring the issues such as how good the employee understands the company ' s schemes, and whether their attempts are consistent with those schemes. The studies of indiscriminately selected employees are even done more often. They display the consequences in footings of the existent degree of employee responses and besides in footings of the overall tendency of responses.

Leadership

Well, the ground why I chose Apple for my assignment was because of one adult male: Steve Jobs. Before get downing off with my assignment I used to see Steve Jobs as an graven image. Particularly when I read in an article a few old ages back that Apple ' s crisis called Steve back in the administration and he merely turned around the things and took the company at the top, I truly got fascinated by this adult male. Not merely me but his manner of leading sets illustration for everyone. Undoubtedly, there is no better function theoretical account for today ' s young person which considers itself as future visionary and transformational leaders. His successful leading could be seen when Apple ' s portion monetary values fell by 2 per centum merely because of a rumor that Steve occupations was ill. (Reuters, 2008)

Traveling a few old ages back, Apple was in crisis.

Due to some internal power battles, Steve was forced to go forth the company in 1985.

The following 10 old ages, Apple saw incubuss. The fiscal losings kept on mounting making \$ 816 million in 1996 and \$ 1 billion in 1997.

The company ' s stock which was one time trading at \$ 70 per portion in 1991 fell down to \$ 14 per portion.

Fortune Magazine in its 1997 March 3 issue, described Apple as “ Silicon Valley ' s idol of dysfunctional direction. ” (Woods, 1997) .

After this, Steve Jobs was appointed as the CEO of the company and things started altering. We all know the consequence today. Apple ranks 6th in the Forbes ' most reputable companies list, much in front of its challengers Microsoft, HP, Dell etc. (Forbes, 2010)

Despite of all his accomplishments and his attempts in taking Apple to such a place where the rivals find difficult to even make near to its consequences, Jobs has been surrounded with contentions.

Equally far as the Apple merchandises are concerned, Steve Jobs is looked up as an graven image in the concern. However, every bit far as his leading attack is concerned, things go dicey.

Transformational Leader... .. But lacking in single consideration

There are four cardinal qualities in an effectual transformational leading: charisma/idealised influence, inspirational motive, rational stimulation and single consideration. (Bass, 1998)

As the significance of this manner of leading suggests, Steve Jobs is known to be possessed with all the qualities to move as a strong transformational leader except one i. e. single consideration.

Job has got a phenomenal hungriness for accomplishing flawlessness. He has acted as a one adult male ground forces and has wholly revolutionised our manner of computer science, watching pictures and listening to music. His unusual mix of hot pique and cool disposition can be felt in his merchandises like iPods, iMac etc. (Vroom, Yale School of Management, 2005)

His illustriousness can be seen from his yesteryear every bit good as from the company ' s yesteryear. He took clasp of the company when it was running in losingss and has taken it to the top place. The Apple merchandises today enhance the society ' s digital image.

Not merely that, during his absence from Apple for approximately 12 old ages (1985-1997) , he besides successfully transformed ' Pixar ' into a successful venture. (Young, J. S. & A ; Simon, W. L. , 2005)

However the grounds why I feel that he lacks in human component are:

While Apple is known to construct trust with its stakeholders, at the same clip, Jobs himself admits that Apple likes secretiveness. They believe on talking about something that they have achieved and non about something that they are traveling to. It is good to keep a certain degree of secretivenesss but does n't this hamper the single consideration of the stakeholders of Apple when they themselves do n't cognize what their company is traveling to come up with.

Steve Jobs himself claims that his occupation is not to be easy on his employees. He merely has to draw things out of assorted sections in order to guarantee efficiency and effectivity in the operations. My point of view in this respect is that if the employees are ever scared of their foreman so how they can execute up to their abilities. I doubt whether this affects the single consideration of employees. (Fortune, 2008)

William C. Taylor, in his Harvard Business Review, 2009, claims that the chesty attitude of Steve and his top-down attack is impracticable. He besides said that no CEO should possess qualities like these. Furthermore, in this of all time altering concern environment, his theoretical account of executive power is unsustainable and uneffective.

Harmonizing to an article in wired tech magazine, 2008, Steve Jobs has been found really frequently parking his Mercedes auto at the infinite which is ideally meant for handicapped. Whether it is good or bad, but his attitude shows that he is not bothered by regulations.

Charismatic Leader or a Individualized Leader

With an first-class ability to give addresss and capture the audience and the employees, this adult male is known to be a strong magnetic leader. His advanced ability can besides be seen in his addresss. While giving the address for iPad, he sat down on a sofa and created a scene of a individual passing his vacation, reading newspaper. He opened the WebPages of American newspaper and this manner he explained the benefits of the iPad.

His magnetic qualities enable him to do his employees more enthusiastic and the clients more positive to purchase.

However, I feel that if he is such a good magnetic leader and has enormous act uponing accomplishments, so why he is many times been characterised as manipulative, ill-mannered and dishonest. He is besides considered as really ill-mannered and important in the meetings by his employees. Besides, he is known to acquire his work done non merely by actuating narrative stating but besides by force. (Young, J. S. & A ; Simon, W. L. , 2005)

Harmonizing to Steve Jobs, his occupation is to do his employees better and non to be easy on them. He has to do certain that all the ways in the company are clear and things are carefully pulled out of all the sections in order to acquire the appropriate resources for the undertakings. Because of his tyrannizing presence, the employees are at times scared of him. No uncertainty, this shows his pursuit for flawlessness. But this besides, to some extent, shows that his Individual Consideration Level is rather low. Else, the employees would n't hold been scared if they knew their foreman respected their emotions.

Vault, a New York based research house conducted a study on Apple employees on four major countries: Workplace, Interview and Recruitment, Salary and compensation, Business mentality. The consequences of the research showed that employees were less satisfied with the compensation, fillips and it was besides observed that they find it tough to mount the corporate ladder (Gitman & A ; McDaniel, 2008) . However, the study

besides suggested that the employees otherwise had a full passion towards the company policies and the merchandises.

My point of position in this respect is that if the employees are non satisfied with their wages and fillips nor are they obtaining sufficient freedom to show their sentiment in meetings, so how they can demo a full passion in their work.

Max Weber ‘ s (1947) Model of Transaction and Transformation Leadership Authority

THREE FRAMES FOR THE Capitalist Entrepreneur

2. Bureaucratic (Transactional)

Bureaucracy is “ the exercising of control on the footing of cognition. It is the material of rational legal hierarchal power, the Bureaucratic leader.

1. Charismatic/ Hero (Transformer)

An single personalityA set apart form ordinaryA people and endowed with supernatural, superman powers, and epic Charismatic leading qualities. In short portion Hero, and portion Superman/ Superwoman.

3. Traditional (Feudal/ Prince) A

Traditional is an arbitrary exercising of Sultan power edge to trueness, favoritism, and political relations. It is material of Princely leading.

(Beginning: [hypertext transfer protocol: //cdae. nmsu.](https://cdae.nmsu.edu/~dboje/teaching/338/transformational_leadership.htm)

[edu/~dboje/teaching/338/transformational_leadership. htm \)](https://cdae.nmsu.edu/~dboje/teaching/338/transformational_leadership.htm)

Harmonizing to the analysis above, I feel that apple Inc. lies in the 3rd

Quadrant of Max Weber ‘ s (1947) theoretical account of Transaction and

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Transformation Leadership Authority i. e. Apple is surpassing the others in the market chiefly because of the enormous magnetic qualities of Steve Jobs.

So although Weber ' s definition of personal appeal applies to Jobs but at the same clip Bass ' s parametric quantity of single consideration does non use to him. This increases my uncertainties whether he is really a magnetic leader or more of a individualized leader.

Motivation

Motivation refers to the psychological procedure that gives behaviour intent and way (Kreitner, 1995) . The motivated employees tend to be more effectual and productive for the administration. Thus it is really indispensable for directors to place the demands and demands of the employees and so travel on to fulfill them. However the undertaking of actuating employees is really complex chiefly because of the fact that what motivates them keeps on altering (Bowen & A ; Radhakrishna, 1991)

The consequences of Glassdoor, 2010, clearly show that the employees of Apple are motivated and have full regard for their foreman.

(Beginning: hypertext transfer protocol: //www. businessinsider. com/chart-of-the-day-apple-employees-love-steve-jobs-microsoft-employees-arent-so-hot-for-steve-ballmer-2010-12)

By understanding the importance of actuating employees and besides by looking at Apple ' s past twelvemonth ' s consequences I felt that Steve Jobs has been outstanding every bit far as acquiring the committedness of employees is concerned.

However, when I read the undermentioned two statements made by Steve Jobs at different points of clip, I was in uncertainty and this made me travel deeper and happen out whether the employees are really motivated adequate and whether the enormous consequences of Apple are results of employee ' s committedness.

In an interview with Inc Magazine in 1989, Steve Jobs said that if the employees know that they are working in such an environment where nil less than excellence is expected out of them, so they need non be told anything. Rather they are self motivated to give their best. All that needs to be done in such a instance is merely to train them ab initio and so they will ever come up with outstanding consequences. (Gendron, 1989)

Steve Jobs says that his occupation is non to be easy on his people but to draw things from different parts of the administration and utilize them expeditiously for cardinal undertakings. He believes that he needs to force people to do them better to convert them for some aggressive visions. (Fortune, 2008)

To acquire a clear idea, I studied the Maslow ' s hierarchy of demands (1943) , a theoretical account of motive that has got a batch of attending. It says that the demands can be classified into following phases, with the last demand being the most basic demand.

SELF ACTUALISATION

(Making what best you can make)

ESTEEM NEEDS

(Self-respect and regard from others)

Belonging

(Credence and being portion of something)

SAFETY NEEDS

(Physical and Psychological security)

PHYSIOLOGICAL NEEDS

(Hunger, Thirst, Rest etc.)

The ground why I have left ' Esteem ' , ' Belonging ' and ' Self Actualisation needs ' as highlighted is that harmonizing to me, these are the deficits in the motive degree of the employees of Apple Inc.

The motive of employees has ne'er been a strong point of Apple. Even the employees of Apple do non cognize what their company is coming up with following. The workers are provided with electronic badges that deny them entree to certain topographic points in the campus. Not merely that, Jobs makes certain that the package and the hardware squads are both detached and placed in different edifices so that no 1 has a clear thought of what the company is up to. Just like terrorists, Apple employees have got their cells. (Rubinstein, former caput of Apple ' s hardware, 2010) . I wonder as to, does n't this hamper the ' Belonging Stage ' of Maslow ' s hierarchy of demands?

Jobs is known to be a ill-famed director. He looks for entire flawlessness right from the figure of prison guards used at the underside of laptop (Ratzlaff, former director charged with making OS X interface, 2008) . Well that is non incorrect. In fact that is great. But the job is that in order to accomplish this flawlessness, where most of the directors would hold preferred to actuate the employees by carrots, Jobs uses his stick. And that goes true even for his most favoured employees (Eigerman, former Apple applied scientist, 2008) . Does n't this hamper the ' Esteem needs Stage ' of Maslow ' s hierarchy?

Not merely this, the secrecy degree in Apple is still rather high. The celebrated instance of the employee that was fired merely because he showed the iPad one dark before its launch to Steve Wozniak throws some visible radiation on the facet. At that clip, even Wozniak tried to convert Jobs that the employee had no bad purposes in demoing the merchandise, but Jobs was non ready to listen. (Yarrow, 2010)

In my sentiment it is good to keep the merchandise secretiveness but so why did they allow travel Gray Powell, Apple applied scientist who lost the, so called, paradigm of iPhone4G.

Furthermore, if we go into the theory of invention, it is rather clear that advanced merchandises come out of employees ' engagement. But at the same clip, Jobs is known to be an bossy leader and he wants the people to listen to him no affair what happens. So I can non confidently say that the invention at Apple is an result of employees ' engagement. Rather I believe that it hampers the ' Self Actualisation Stage ' of Maslow ' s hierarchy.

However, unlike the traditional authors on Motivation, if we look into what Roderick Kramer wrote in 2006 for Harvard Business Review, a certain grade of strength might turn out to be utile when it comes to managing intractable jobs. This idea means that Steve Jobs has his ain manner of making things and since he has ever delivered consequences so one might believe his ways to be the right ways. But my inquiry is that whether it is all about Steve occupations or it is more significantly about Apple Inc. If the latter instance is true so harmonizing to me, Jobs ' manner is non the right manner.

An insider one time told that Steve is really critical with his employees and besides makes them shout frequently. But he besides added that most of the times he was right. (Robert Sutton, 2007) . Sutton in his book in 2007, ' No Asshole Rule ' besides mentioned that Jobs is an exclusion to his point of view against the workplace autocrats. Steve Jobs has proved that there is nil incorrect in being an Asshole (Guy Kawasaki, Apple ' s former main revivalist, 2008)

Although some people feel that the Apple ' s attack has been critical and has proved to be an exclusion in accomplishing success. But I would wish to oppugn them that if the employees are non to the full satisfied today, will the things remain same in future?

CHANGE MANAGEMENT

Change constitutes an of import facet of administration ' s development. It is fundamentally referred to as a " a set of behavioral science-based theories, values, schemes, and techniques aimed at the planned alteration of organizational work puting for the intent of heightening single development

and bettering organizational public presentation, through the change of organizational members ' on the occupation behavior " (Porras & A ; Robertson, 1992) .

" Change has ne'er been described as an easy occupation. Many leaders non merely neglect in doing operating alterations but at times besides fail in doing critical alterations in the manner the administrations are led " (W Pasmore, 2010) .

Unlike many other large companies, Apple seems to hold successfully gained command in this affair. Every now and so they come up with new engineering and smart advanced merchandises. The fiscal figures prove that all the alterations implemented by them have non merely been widely accepted by employees and clients, but have besides achieved applaudable responses. Whether it ' s a slender MacBook or it ' s a new tablet, their new constructs have been able to construct a strong database of followings and users. There are many grounds behind Steve ' s successful alteration direction, out of which the most dramatic is his ability to understand and expect the client wants (Carmine Gallo, 2010)

Treating Employees as Focus Group: Change Management is an ability of the direction to take the persons and the administration from the current degree to the hereafter desired flat i. e. the following degree. Jobs does n't trust on focal point groups, alternatively he is a steadfast truster of the fact that the clients themselves do n't cognize what they want. He has a strong understanding ability and can expect his clients ' demand without inquiring them. So he treats his ain employees as focal point group and makes the

determination without any client intercession. By giving such immense importance to the employees, the employees themselves feel a portion of the alteration. Therefore he adds the employee trust really easy. The merchandises like iPod, iPhone, and iTunes are great illustrations that prove his expertness in understanding the client demands.

Choosing Employees with Multiple Factor of Excellence: Every single thinks otherwise and has got different perceptual experiences and attitude in life. So it is practically impossible to accomplish 100 % blessing from all the employees. Rather, they need to be motivated and inspired sufficiently to accept and accommodate to alter.

When Jobs chooses members for his squad, he ever looks for multiplier factor of excellence. He believes that the extraordinary interior decorators, applied scientists and directors are not merely better than the good 1s by 10 or 20 per centum, but 10 times better. Jobs feels that their part acts as natural stuffs in doing a genuinely outstanding merchandise (Steve Lohr, 2010) .

Extinguishing Fear of Change: As per the study of CCL (Centre for Creative Leadership) , there are spreads in the accomplishment base for leaders to organize efficaciously the alteration direction, peculiarly in states like India, U. S. and China. This cardinal spread is the spread of fright. (Mind Resources Inst. of Learning & A ; Innovation, n. d.)

Over a period of clip, Steve Jobs and his airy leading has made “ alteration ” the mantra of the administration, including its distribution and channel spouses (Mind Resources Inst. of Learning & A ; Innovation, n. d.) .

During the iTunes launch, after a complete presentation to the traders and the staff, the last thing that was at that place on peoples ' mind was fright that it might ensue in altering the full industry (Mind Resources Inst. of Learning & A ; Innovation) . Jobs, utilizing his dramatic magnetic ability made certain that the fright of alteration was removed from people ' s head, without which it was practically impossible to accomplish their 100 % part. This really happened. iTunes made a revolution in the music industry.

Pull offing Changes in Distribution Strategy: It is expected, at times, that invention might merely interrupt the full distribution scheme. This job was faced by Apple at the clip of establishing iPod. Before come ining the consumer electronics industry, they made sure that they built good dealings with large box shops like Wal Mart, Target etc. By presenting iTunes, they were besides successful in constructing a complete new distribution scheme for administering digital music. Therefore apple was able to get the better of the jobs of alterations in distribution scheme.

As a consequence the consumers have witnessed a entire transmutation in the computer science universe.

CONCLUSION AND RECOMMENDATIONS

By looking at the fiscal consequences of Apple Incorporated, people might comprehend that things are traveling rather good within the administration. But the full analysis above shows that there are a batch of loopholes in Apple ' s operation which requires a deep idea. Where Steve Jobs is considered as an graven image by 1000000s of people, at the same clip his attitude inquiries whether he is a true transformational leader or more of a

individualized leader. One might experience that advanced merchandises of Apple are a consequence of employee motive and engagement. But that is non the instance. By analyzing the degrees of motive with the aid of Maslow ' s Hierarchy of Needs, it was found that the top three degrees of demands go dicey in instance of Apple employees. However, there is no denying the fact that Apple has mastered in the construct of alteration. Whether it is about developing the employees for alteration or it is about pull offing the alterations in distribution scheme, Apple has successfully managed alterations both within every bit good as outside the administration.

My recommendations to the company, peculiarly to Steve Jobs, are:

No admiration apple has no lucifer in its invention. But things can farther better provided that employees are given more freedom to show their ideas. Furthermore, if alternatively of Stick, Jobs can pull off with some positive motive, it can make admirations for the company every bit far as employee trueness is concerned.

Steve Jobs, doubtless, is a antic magnetic leader. The analysis in the study clearly shows that the personal appeal of Steve Jobs has individual handed taken the company to such highs. But Apple needs to believe beyond Steve Jobs. The company should get down concentrating more on its hereafter, for which it is truly of import that the other members of the administration besides start rubbing their caputs and cut down their dependence on one adult male.